



Government of
Saskatchewan

Annual Report 1991-92

**Saskatchewan
Public Service
Commission**



**Annual Report
1991 - 92**

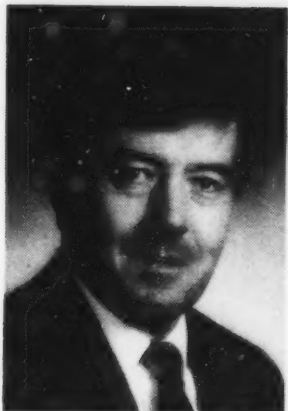
**Saskatchewan
Public Service Commission**

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June 15, 1992

The Honourable Sylvia Fedoruk
Lieutenant Governor of Saskatchewan
Government House
Regina, Saskatchewan



Dear Madam:

In accordance with subsection two of section six of The Public Service Act, I have the honour to submit the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 1992.

Respectfully submitted,

A handwritten signature in cursive script, reading "Ned Shillington".

Ned Shillington
Minister Responsible for the
Saskatchewan Public Service Commission

June 15, 1992

The Honourable Ned Shillington
Minister Responsible for the
Saskatchewan Public Service Commission



Dear Sir:

It gives me great pleasure to submit herewith the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 1992.

May I take this opportunity to acknowledge the assistance of my fellow Commissioners and the diligent work of the staff of the Public Service Commission.

Yours sincerely,

A handwritten signature in cursive script, reading "Shiela Bailey".

Shiela Bailey
Chairman
Saskatchewan Public Service Commission

1991-1992 Highlights of the Public Service Commission

* **Bargaining** got underway in fall of 1991. For the first time, negotiations involved employer and union representatives from the public service, crown corporations and the health and education sectors. Issues include; terms of collective agreements, wages, benefits (joint ownership and control), employment security, contracting out and privatization and equitable treatment and fair hiring.

* **Leadership and Service** was introduced to encourage all PSC employees to work together to improve client systems and develop service strategies and standards for their day to day work.

* An **Employee Recognition Program** was implemented within the Public Service Commission.

* For the first time, a comprehensive package of **employee benefit** information was published under one cover and distributed to all employees - PSC employees (and an employee of the Public Employees Benefits Agency) were recognized for work done on this project by the Employee Recognition Program. These employees were amongst several recognized by the Program.

* The Development of a **new in-scope classification plan** proceeded throughout the year but further development is dependent upon Cabinet's decision to proceed. The new plan will be more responsive to our constantly changing environment.

* Over **100 seminars** were delivered by the Staff Development Division and 156 days of consulting services such as Strategic Planning, Team Building

and Operational Planning were provided.

* A new **random selection process** was developed to facilitate equal opportunity for the hiring of students. This new process will be implemented during the Summer of 1992.

* In 1991-92, 18 departments began using a micro computer-based **personnel attendance and leave system (PALS)**. This system allows managers to analyse attendance and leave statistics of employees.

* The PSC successfully adapted to the realities of the **budget reduction** exercise and the estimated budget went from \$10,276,900 to \$9,425,200 - a reduction of \$851,700.

Strategic Directions For the Public Service Commission

The Executive Committee of the Public Service Commission met several times during 1991-92 to work through the strategic planning process.

The Vision, Mission and Values for the Commission were established with the assistance of all employees. This has created an environment of quality service by quality people and, "Quality Service - Quality People" became the official slogan of the PSC.

The following summary of strategic issues were identified by the Executive committee of the PSC working in close collaboration with our employees, clients and stakeholders. These issues are future focused and each division's annual operating plans are developed from them.

Employment Equity

* A public service that reflects the workforce demographics of the province, and understands and accepts cultural diversity.

In-Scope Classification Plan

* An equal pay for work of equal value classification plan for all in-scope (unionized) employees which is more accountable and understandable, responsive to change, and easily maintained.

Renewal of the Public Service

* Improved workforce management practices, direction, and teamwork.
* Expanded innovation and creativity by employees.
* Increased employee empowerment and leadership.

New Partnerships with Stakeholders

* Atmosphere of openness and trust.
* Involvement of stakeholders in the development of policies and future planning strategies.
* Co-operative relationship with unions.

PSC Mandate Review

* The role and functions of the Public Service Commission will be reviewed during the next year.

Becoming a Learning Organization

* Organization must support learning in all forms.
* Learning must be universally perceived as a continuing commitment between employee and employer.

PSC Commissioners and Executive Committee

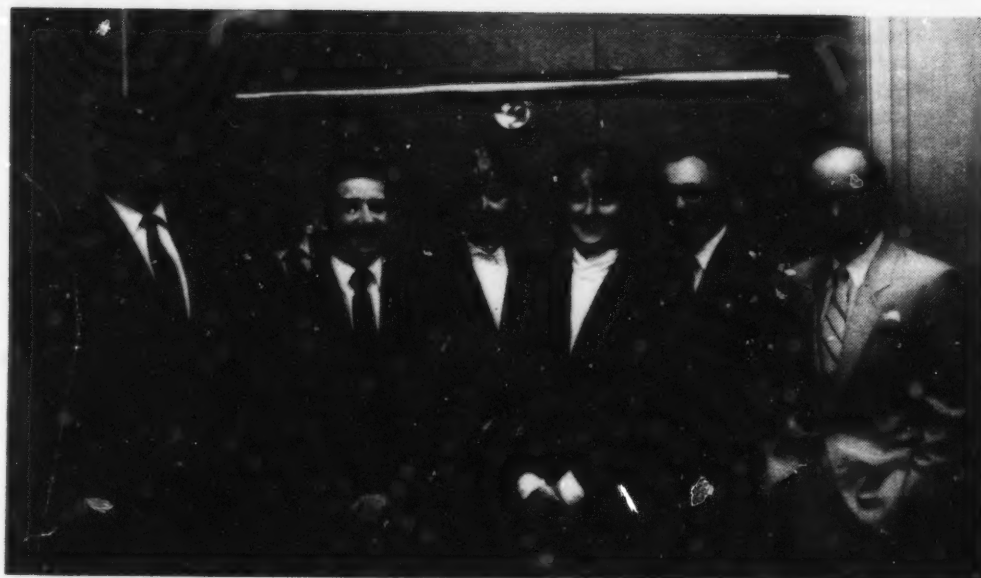
Public Service Commission Commissioners

(left to right)
Harold Hoffman,
Shiela Bailey (Chairman)
Isabelle Butters,
William Fyles
Roland Muir



PSC Executive Committee

(left to right)
Hank Dorsch
Jim McKinlay
Will Loewen
Shiela Bailey(Chairman)
Mary Kutarna
John Puchyr
Ray Smith



Introduction To the PSC

The Saskatchewan Public Service Commission operates under authority of **The Public Service Act**, serving as the central human resource agency for the Saskatchewan public service. In fulfilling its mission of 'Leadership and Service in Human Resource Management' the Commission provides the following services:

- * **Recruitment** for and staffing of all permanent positions within the classified service,
- * Central co-ordination of all **non-permanent staffing**,
- * **Classification** of all public service positions,
- * Development and administration of **classification and compensation plans**,
- * Negotiation and administration of **collective bargaining** agreements,
- * Provision of advice on **human resource issues** to departments and agencies in the public service,
- * **Staff development** and consulting services,

- * Maintenance and provision of **human resource information** regarding public service employees,
- * Development and **communication** of human resource policies and procedures within the public service.

Five individuals are appointed by the government as members of the Public Service Commission (Council).

Shiela Bailey is Chairman of the Commission and chief executive officer of the government's central human resource agency.

The other members of the Commission are:

Isabelle Butters, General manager of the Weyburn Co-operative and former Mayor of Weyburn;

William Fyles, Former Chairman and Secretary of the Public Service Commission;

Harold Hoffman, President of the Service Employees International Union (SEIU) Local 333, President of the SEIU Prairie Regional Council and Vice President of the Canadian Central and Western Conference of the SEIU; and

Roland Muir, Director of Research Services, University of Saskatchewan.

The five commissioners represent the public interest in the ongoing process of improving human resource management and administration within the Saskatchewan public service.

In 1991-92, the Commissioners received 7 appeals (4 classification, 1 demotion, 1 dismissal and 1 suspension) of which 3 were heard, 2 withdrawn and 2 put on hold pending other investigations.

Glossary Of Terms Commonly Used At the PSC

Arbitration- The process by which a board or a person, acting under the authority of both parties to a dispute, hears both sides of the controversy and issues an award, usually accompanied by a written decision, which is ordinarily binding on both parties

Employee Assistance Program - Program designed to assist employees and their families with problems that may affect professional or personal lives.

Empowerment- the process of fostering frontline leadership and decision making.

Grievance - A disagreement about the interpretation, application, administration or alleged violation of a collective agreement.

Encumbered- a position which is not vacant; a position assigned to an employee.

ISM - a computer systems management company formed by IBM Canada, STM Systems and Westbridge Computer. Large data

bases such as the HRS system are stored on ISM's mainframe computers.

Joint Council- a joint union-management committee which hears classification appeals.

LAN- when a number of personal computers are hooked up so they can communicate with each other, it is known as a Local Area Network or, 'LAN'.

Merit-Term used to describe the principle of staffing: the person most worthy of a position, through the competitive process, as determined against a set of critical factors established for the position.

MSG- management support group classification plan.

M&P- management and professional classification.

PALS- Personnel Attendance and Leave System - a PSC-operated system that provides employee leave and attendance information.

Position- a job assignment identified by a specific number.

Recruitment - The activity of attracting potential candidates for career opportunities (positions) in the public service.

Reclassification- the assignment of a higher or lower salary range, to a position through job evaluation.

Selection- Determination of the top ranking candidates in a competition.

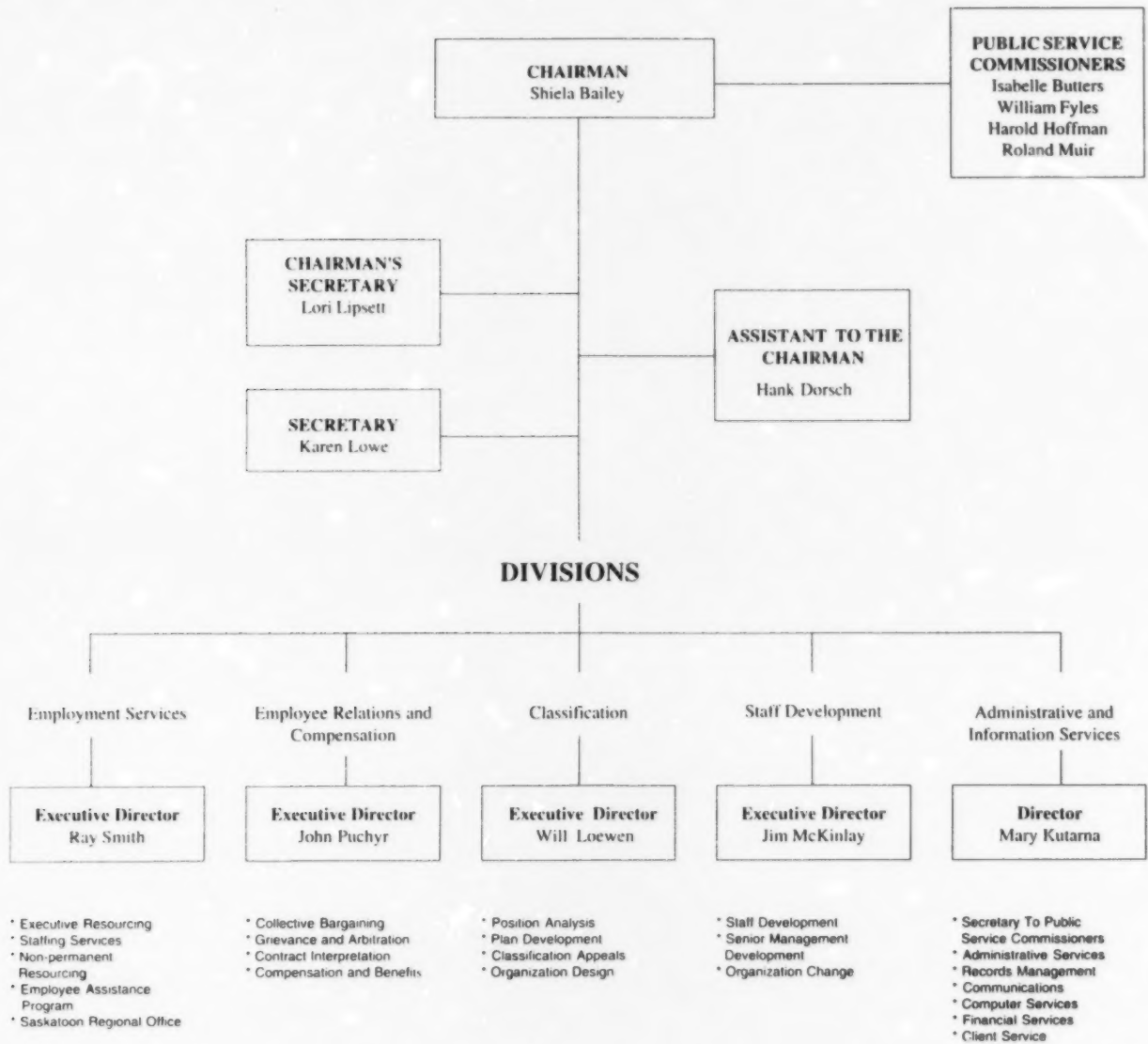
Seniority- Term used by unions to describe the accumulation of days of service of an individual, commonly used for determination of employment benefits (ex: holidays, bumping, promotion, etc) client service program.

Serving People First - Government of Saskatchewan's corporate client service program.

Strategic Planning - the process of identifying strategies for bringing about strategic change management in securing future goals.

Target Groups- Term used to define under-represented groups for Employment Equity purposes.

PSC Executive Structure



Classification Division

Mission

To develop and apply standard criteria to determine the value of one job in relation to others.

Services:

- * Appropriately classify jobs relative to the classification standards.
- * Administer classification appeals and challenges in accordance with the collective bargaining agreement.
- * Develop new, and maintain existing, classification systems.
- * Provide training and information to Human Resource Managers and Line Managers to improve understanding of classification.

Goals:

- * Develop and apply standard criteria to determine the value of one job in relation to others.
- * Complete classification of encumbered permanent positions in an average of 40 working days and an overall average of 30 days for all permanent positions (subject to a maximum volume of 115 reviews per month for the Division).
- * Complete classification of non-permanent positions in 48 hours (adjusted to a maximum volume of 120 per month for the Division).
- * Respond to requests for informal reviews within 10 days of receipt.
- * To mutually develop, with the bargaining agents, a new in-scope classification plan.
- * To provide services in accordance with quality standards.

Results:

- * Classification actions on encumbered permanent positions were, on average, completed within 32.7 days, while the overall average was 21.1 days.
- * Classification of non-permanent positions was regularly completed within 48 hours.
- * Development of the new in-scope classification plan proceeded throughout the year but further development is dependent upon Cabinet's decision to proceed.
- * A complete review of the Management Support Group (MSG) plan was conducted, the points required to be at a specific classification altered to produce a more equitable system and MSG positions which no longer met scope exclusion criteria were brought back in-scope.
- * A joint PSC-S.G.E.U. training program was provided to the new Classification Joint-Council chairpersons.
- * A new classification training program for new management representatives has been developed, and 10 new management representatives have been selected and trained.
- * A new system for producing organizational charts for the first three levels of management was implemented. The charts are augmented manually with information on the organization's mission, budget, and functional responsibilities.
- * A "Reference Guide to Classification" will be produced for Human Resource Branch staff and managers of front line employees.
- * During 1991-92, the following number of reviews were completed:

1,080 permanent positions, 407 new and non-permanent positions, 244 audits, 20 labour service finalizations, and 128 informal reviews.

- * There were 36 classification appeals heard during the year. Appeals were heard over approximately four months of the year

Clients:

Primary: Executive Management

Secondary: Line Managers
Human Resource Branches
Employees

Posture: *The Division reacts to:*

- * Requests for classification review
- * Submitted appeals and challenges
- * Requests for advice on job or organizational design

The Division takes a proactive approach to:

- * Identification and correction of misclassified positions
- * Development of new standards or changes to existing ones
- * Training and information
- * Policy and procedural innovation

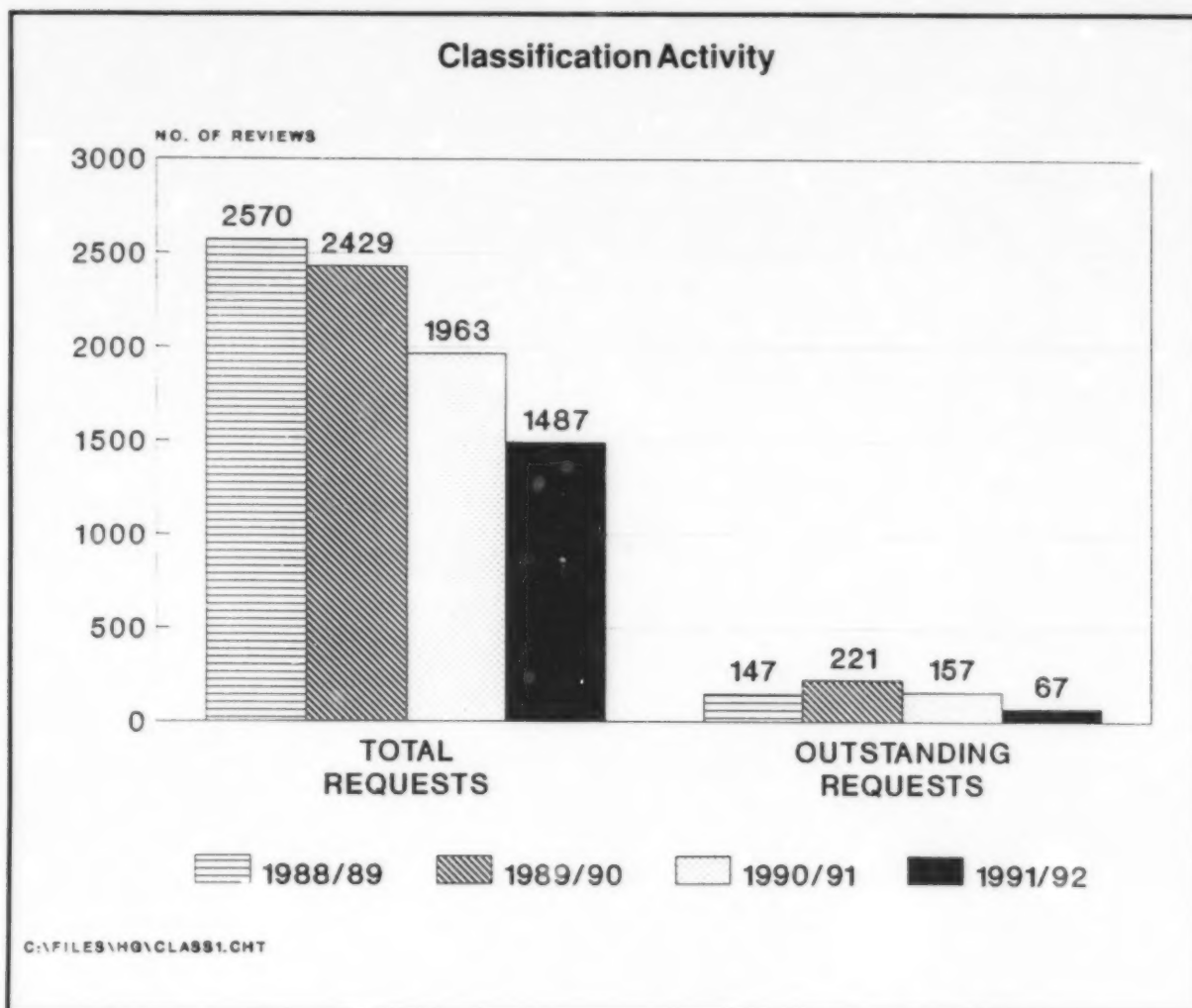
Assets:

Assets are primarily human resources.

Costs:

The Division utilized 12.64 person years in 1991-92 at a cost of approximately \$550,000.00.

Appeal hearing chairmen receive \$75.00 per appeal, half of which is paid for by the union. Average government cost per month of appeal hearings is \$225.00.



Future Activities:

Future activities will focus on development of a new in-scope classification plan while maintaining services to our clients. Development of the new plan will involve negotiations with the S.G.E.U. and C.U.P.E.

Working Environment:

The Classification Division has a clear written statement of its vision, and performs an annual values

audit. The mission is clearly linked to mutually established goals, productivity and quality service standards, and written delegations of accountability exist. The Division has a documented skill development checklist and formally links personal development to performance growth. There is a monthly review of progress through computerized measures of results and an annual review of service conducted by personal interviews with the Human Resources Branch Directors.

The general atmosphere is participatory

with constructive problem resolution, encouragement of diversity and openness, risk acceptance and a feeling of interdependence. The Division participates in the PSC's formal employee recognition program and has its own informal program to reward effort, innovation, team work and productivity.

Employment Services Division

Mission:

To recruit and select the best candidates.

Services:

- * Recruitment, selection and placement of permanent and non-permanent employees.
- * Employee assistance counselling.
- * Job search and career counselling.
- * Outreach programs.
- * Student employment programs.
- * Employee retention programs.
- * Staffing, classification and employee relations services through the Saskatoon Regional Office.

Goals:

- * Improve staffing service and reduce timelines by March 1992
- * Strengthen our commitment to staffing on the basis of merit by December 1991.
- * Increase representation of target groups by March 1992.
- * Provide developmental opportunities for employees through secondments, exchanges and redeployments.
- * Expand variety of professional EAP (Employee Assistance Program) programs and services to employees.
- * Improve availability and quality of employment counselling services.
- * Enhance public awareness of employment opportunities by attending job fairs and career days throughout the province - by March 1992.
- * Increase number of employment opportunities for students.

* Establish a new random selection process to facilitate equal opportunity for the hiring of students for the Summer '92 student program.

* Improve retention of employees.

The overall goal of the division is to ensure a fair, open and accessible staffing process based on seniority, merit and fitness as prescribed in the Public Service Act

Results:

- * Services delivered to clients were timely and effective.
- * Appointments were based on seniority, merit and fitness.
- * Competitions were equally accessible to all qualified candidates.
- * Out-of-province recruitment was minimized.
- * Some progress was made, given limited staffing, to ensure that target groups were more proportionately represented in the public service.
- * Employees were provided with developmental employment opportunities such as secondments.
- * Legislation and contractual agreements met current needs.

Clients:

- * Human Resource Branches in departments
- * The public
- * Government employees
- * The unions

Assets:

- * Computerized competition tracking system.
- * Personnel files and competition files are protected in the vault and locked in filing cabinets.
- * Summer student computer system.
- * Employees of the division.

Costs:

Costs are comprised of salary, in-service advertising and office administration. The total budget is \$1,300,082 - 84% of budget (or \$1,100,765) is allocated to labour costs. **Saskatchewan Careers** - a tabloid carrying career advertisements, reclassifications and employment information was published 11 times during the year at a cost of \$10,857. The publication is distributed throughout executive government and is available to the public at a number of locations throughout the province.

Note:

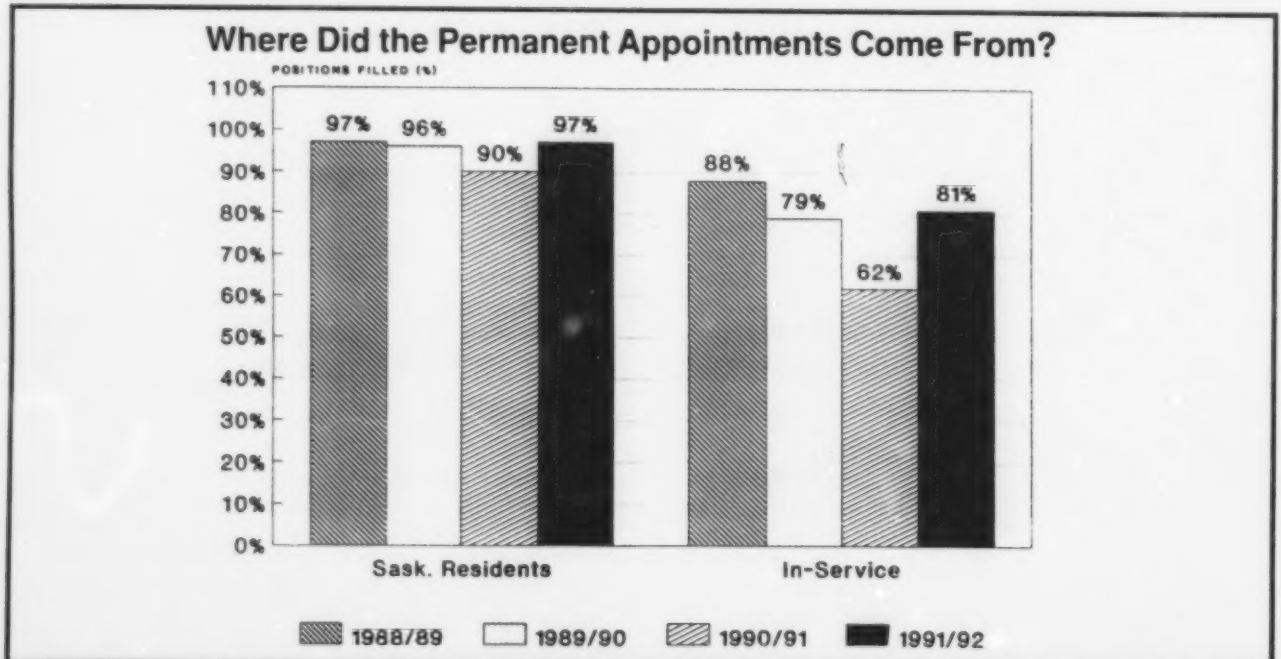
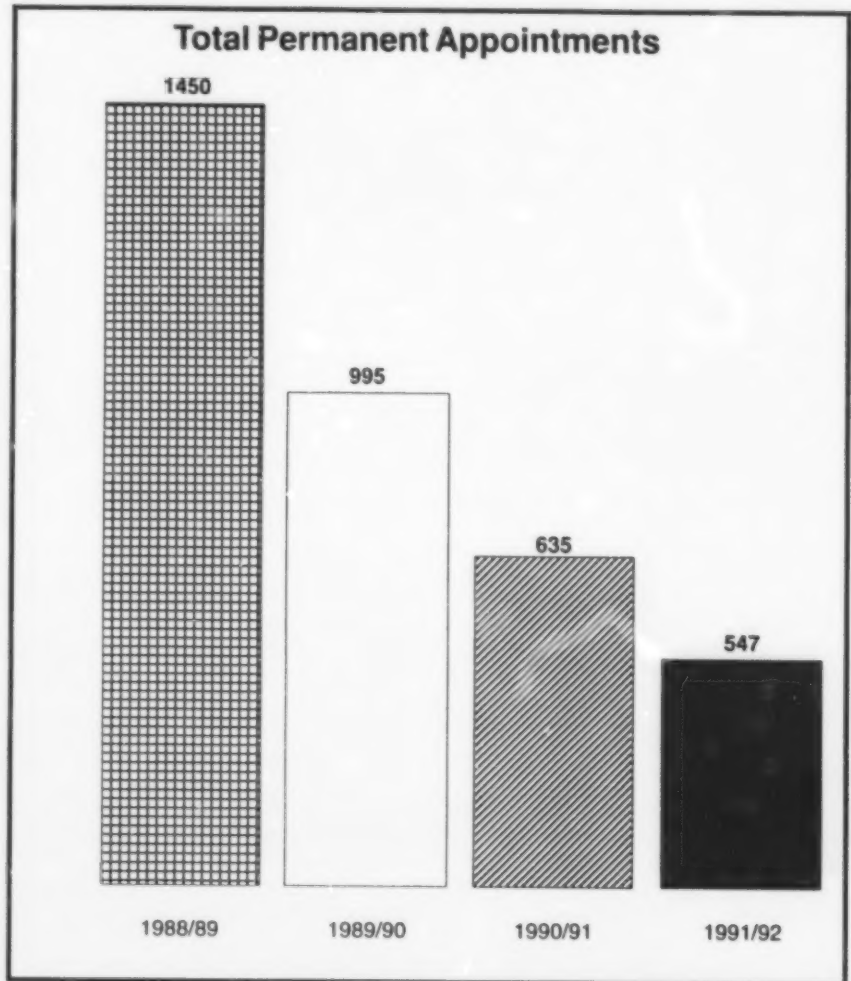
During 1991-92 a Staffing Review Committee was in place. It met every 6 weeks to review and approve specific vacancies for staffing purposes and staffing activity was kept at a minimum. Although the committee was disbanded early in 1992, during the remainder of the fiscal year staffing activities occurred only for critical front-line positions.

Future Activities:

Employees of the division will be called upon to manage the bumping and redeployment processes resulting from the 1992-93 budget. As well, we anticipate an increase in activities relating to staffing government's vacant positions. We anticipate that internal staffing of government employment opportunities by secondments, job assignments and the creation of specialized teams will increase.

Statistical Highlights:

- * Hired 728 students for summer employment and provided work placements for 93 co-op students and 10 participants in the Quebec/Saskatchewan exchange program.
- * Conducted 49 outreach activities.
- * Provided employment counselling to more than 2,000 individuals.
- * Managed the bumping and redeployment process which resulted from the abolishment of 93 positions affecting 119 employees.



Administrative and Information Services Division

Mission:

Contribute Towards Excellence in Administrative and Information Services.

Services:

- * Financial and administrative services for the PSC.
- * Communications management for the PSC and overall communication to all employees of executive government.
- * Personnel Records Management for executive government.
- * Two personnel systems for executive government. The Human Resource Information System (HRS), is a main frame-based personnel and payroll system operated in co-operation with the Department of Finance. More detailed information on government-wide employee leave and attendance is provided by the micro computer-based Personnel Attendance and Leave System (PALS).
- * Training, support, backup and consulting service for users of the PSC micro computer network.

Goals:

- * To foster a sense of teamwork and pride within the Public Service Commission and ensure that employees are recognized for their efforts and contribution.
- * To contribute to overall government effectiveness and efficiency through involvement on, and leadership of inter- and intra- departmental committees.
- * To make sure that the PSC operated as cost effectively and efficiently as possible.
- * To continuously review existing technology, investigate new technology and make sure that the

most appropriate automated personnel management systems are being used by the government.

- * To provide in-house micro computer training to PSC employees in order for them to most effectively utilize new technology.
- * To consistently, accurately and effectively communicate with clients of the PSC and all employees of executive government.

Results:

- * During the year, 18 departments began using PALS (Personnel Attendance and Leave System).
- * 133 computer programs were written to retrieve data from the HRS system for analysis by the PSC and departments.
- * The PSC's micro computer network was upgraded to provide additional processing capability and to provide complete backup for both the server and disk drives. More than 85 % of PSC staff now use micro-computers.
- * A new technology called 'HyperText' was evaluated for providing rapid access and retrieval of information in the Collective Agreement and the Human Resources manual.

- * A system was designed to let users access HRS data from micro computers. This will reduce mainframe computer costs by an estimated \$8,000/year(10%)
- * Successful implementation of the formal and informal Employee Recognition Program and on-going co-ordination, encouragement and support to the Public Service Commission's "Leadership and Service" Program.
- * Employees of the Division participated actively on committees such as the Financial Management Council, Systems Management Council and the Communication Directors Council.

* Four issues of the **PSPost**, an employee newsletter, were published.

* 12 issues of **InScoop**, an internal PSC newsletter were published and 12 issues of the **HRBulletin**, a newsletter for Human Resource Branches were published.

* Division employees helped Employee Relations and Compensation Division compile, publish and distribute a comprehensive benefits brochure to all public service employees.

* An automated fiscal forecasting system for the PSC was developed and introduced.

* An automated system for managing access to employee personal files was introduced.

* The PSC's budget is reviewed every month and all expenditures are analyzed.

* A Division Service Committee met eight times during the year to review all systems and processes.

Clients:

- * PSC managers and employees
- * Human Resource Branch personnel.

Assets

- * The division's most important assets are employees. All branch employees are recognized for their on-going contributions by PSC Employee Recognition Program events held throughout the year. Training is provided to ensure that employees make the most effective use of technology and are well-equipped to deal with their working environment.
- * The division's critical assets include the vault where approximately 40,000 employee files are stored and personal computers which contain financial and personnel records for the PSC. A security system prevents unauthorized access to the files in the vault. All records are maintained by three permanent staff.

- * PSC micro computer network and it's fully protected back-up system.

- * The HRS system is a government-wide personnel and payroll system which utilises ISM's mainframe computers for backup and recovery services.

- * The HRS and PALS systems are maintained by a systems analyst, a programmer analyst and five operational staff. Internal systems are maintained by one systems analyst, one programmer analyst and a network systems administrator.

Costs:

- * The ongoing systems support and systems enhancements for the HRS and PALS systems was provided by external systems consultants at a cost of \$278,849.

- * The HRS and related PSC systems were operated on ISM's mainframe computers at a cost of \$253,887. This is a cost reduction of \$150,000/year (37.6%) that has been maintained for the past three years and will continue in the future.

- * Personnel costs to maintain the vault totalled \$70,000 which is approximately \$1.77 per file per year. During the year, 57,750 file transactions occurred.

- * It cost \$18,000 to print three issues of the **PSPost**. 12 issues of **InScoop** cost \$2200 and 12 issues of the **HRBulletin** cost \$2100.

- * The personnel cost for providing ongoing operational support for HRS and PALS was \$137,872.

- * The personnel cost for providing management and support for the information systems was \$244,846.

Future Activities:

- * Expand communications activities with all employees to enhance morale, increase awareness of government-wide issues and contribute to a revitalized public service.

- * Enhance the HRS system to include the Department of Natural Resources labour service employees.

- * Expand the PSC micro computer network to provide better service and reliability. The disk space on the network will be doubled to 2.4 gigabytes (2.4 billion characters), the network operating system will be upgraded to the most recent release, the tape backup system will be upgraded and the network operating system will be upgraded.

- * Continue to streamline the financial management and administration systems within the PSC.

- * Analyse employee information regarding leave and attendance and discuss results with Human resource Branches.

- * Develop a micro computer system to assist in the 'bumping process'. This system will provide more accurate and timely options for the people working on bumping.

- * Undertake a pilot project with the Department of Natural Resources to evaluate the feasibility of using Electronic Mail between the PSC and client departments.

Working Environment:

- * Employees work in a responsive and caring environment. They participate in the Public Service Commission's Employee Recognition Program and an internal divisional program that allows them to recognize one another for their accomplishments.

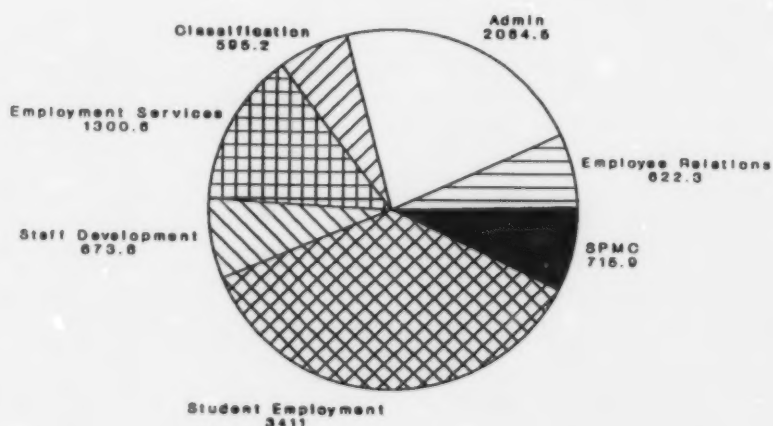
- * All employees are involved in the PSC's strategic planning process which includes issue identification, an extensive values audit and the creation of detailed work plans.

External Suppliers:

- * External sources are used to provide systems support and improvements for the HRS and PALS systems. The HRS and related PSC systems are operated on ISM's mainframe computers.

- * Graphic designers are occasionally utilized to provide design or art for specific publishing projects.

1991-92 Spending By Division



Actual

Financial Overview of the PSC (\$\$ amounts in 000's, employee counts in Person Years)

	Actual 1992-93	Actual PYs	Estimate 1991-92	Estimated PYs
Administrative and Information Services				
Personal Services	1,271.2	29.3	1,196.3	31.9
Other Expenses	<u>793.3</u>		<u>798.5</u>	
Sub-Total	2,064.5		1,994.8	

Actuals are greater than estimated due to unanticipated personnel expenses. Funds were transferred (via Virement) from other divisions. Person Years have reduced due to the change in government administration effective October 31, 1991 (reduction in Minister's office staff).

Employee Relations & Compensation				
Personal Services	569.0	11.0	572.2	12.0
Other Expenses	<u>53.3</u>		<u>79.7</u>	
Sub-Total	622.3		651.9	

Actuals are less than estimated by reducing operating expenses. Funds were transferred to Admin to offset over-expenditure. Person Years were lower due to a vacant position.

Staff Development				
Personal Services	515.5	12.3	618.0	13.8
Other Expenses	<u>158.1</u>		<u>187.8</u>	
Sub-Total	673.6		805.8	

Actuals are significantly less than estimated due to the freeze put on training (government-wide) effective November 1, 1991. Funds were transferred to Employment Services to help pay for over-expenditure. Person Years were lower due to a secondment of one employee to another department and a vacant position for a portion of a year.

Employment Services				
Personal Services	1,097.5	25.1	967.1	26.2
Other Expenses	<u>202.5</u>		<u>207.0</u>	
Sub-Total	1,300.0		1,174.1	

Actuals are higher than estimated due to unanticipated personnel costs and elimination of the staffing freeze increased the number of careers tabloids required and general operating expenses. Person Years are lower due to vacant positions.

Classification Services				
Personal Services	548.5	12.3	551.7	12.0
Other Expenses	<u>46.7</u>		<u>43.9</u>	
Sub-Total	595.2		595.6	

Saskatchewan Property Management Corporation	715.9		707.0	
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The funding associated with this subvote is approved by the Department of Finance in consultation with the Saskatchewan Property Management Corporation. Level of funding may increase or decrease based on estimate of accommodation expenses.

Student Employment Program	3,441.0		3,496.0	
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Actuals are less than estimated due to underutilization of program funding by participating departments.

TOTAL PSC	9,412.5	90.4	9,425.2	95.9
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Staff are provided to divisions within the PSC where priority programs or services are being delivered.

Employee Relations and Compensation Division

Mission:

Represent management effectively in employee relations.

Services:

- * Negotiation of the collective agreements.
- * Labour relations advice and consultation.
- * Compensation management.

* Labour relations training for management.

* Various pay and benefit research projects.

Goals:

To negotiate the collective agreements:

- * Increase departmental input (April, 1991).
- * Conclude bargaining preparation by August, 1991.
- * Conclude S.G.E.U. and C.U.P.E. bargaining by April, 1992.

To provide labour relations advice and consultation:

- * Improve direct contact with human resource community respecting collective agreement interpretations, grievances and arbitrations and discipline and discharge issues by March, 1992.
- * Encourage departments and unions to establish joint occupational health and safety committees by March, 1992.
- * Improve union/management relations through an on-going joint consultation process by March, 1992..

Within the area of compensation management, to:

- * Complete collective bargaining research projects by June, 1991.

* Complete management compensation review and proposals by March, 1992.

* Review new classification plan impact on pay administration - June, 1991.

Management labour relations training:

* Enhance existing program by adding half-day short courses on emerging labour relations trends - September, 1991.

* In conjunction with S.G.E.U., train human resource practitioners regarding the new Employee Assistance Program - Nov. 1991.

Additional goals:

*To ensure that collective agreements reflect the labour relations direction of executive government and are settlements that can be accepted by management, the unions and employees.

* To ensure managers and human resource professionals are more knowledgeable in employee relations matters.

Results:

Collective bargaining:

* Negotiations to renew S.G.E.U. and C.U.P.E. collective agreements began on September 24, 1991 and November 27, 1991, respectively.

* Negotiations have not been concluded due in part to the extensive revisions proposed by S.G.E.U. and changes in bargaining strategy; i.e., common front bargaining.

Labour relations:

* On-site employee relations advice and assistance was provided to human resource branches and senior departmental managers as the need arose.

* Human resource branches were encouraged to participate in 4 half-day work shops on labour relations trends; i.e., sexual harassment investigation, hours of work interpretation and recent arbitration decisions.

Grievances			
	1989-90	1990-91	1991/92
Received	160	196	272
Resolved	177	119	149
To arbitration	50	74	66
Outstanding	301	335	458

Compensation:

- * A proposal to modify the management pay plan has been submitted for consideration.
- * The new classification plan pay impact review has not been finalized pending further direction from government.

Achievements:

- * Human resource branches and senior management have indicated appreciation of the improved collective bargaining input and involvement.
- * Issues that arise between rounds of collective bargaining are now debated/ resolved through continuous union/ management dialogue.

Clients:

- * Executive government
- * Departmental human resource professionals and I managers
- * PSC staff
- * Unions

Assets:

- * Employees
- * Grievance files - locked in cabinets
- * Arbitration files - locked in cabinets
- * Resource center includes arbitration law, case studies and other related information
- * Computers - all employees use computers

Costs:

- * The major cost is comprised of salaries which was approximately

\$569,000 in 1991-92. Operational costs totalled \$53,300.

Future Activities:

- * Conclude collective agreements with S.G.E.U. and C.U.P.E.
- * Increase the amount of employee relations training events - internal and external.
- * Implement an in-scope work planning and review process - with union participation if possible.

External Suppliers:

- * Arbitration board chairpersons

Staff Development Division

Mission:

To empower employees through learning.

- maintain the Executive Opportunities Program.

* Train at least two division staff in the administration and use of selected evaluation techniques;

Services:

We provide learning opportunities for the personal and professional development of employees and work teams throughout government.

(b) Consulting Services

* Conduct consulting projects with both primary and secondary clients totalling 136 billable days emphasizing:

- strategic planning (30%)
- team building (30%)
- operational planning (15%)
- service management (15%)
- other issues (10%)

* Incorporate pre- and post-assessment in the Middle Management and Supervisor's Certificate Programs.

(d) Research and Development

* Develop trend analysis format and process.

* Maintain and enhance Resource Centre.

* Investigate Total Quality Management dynamics.

Goals:

The goals and objectives for each of our four Lines of Business, as outlined in our Strategic Plan were:

(a) Employee Development

- deliver 100+ seminars;
- incorporate new design components into three certificate programs: Supervisor's, Middle Management and Senior Management Development;

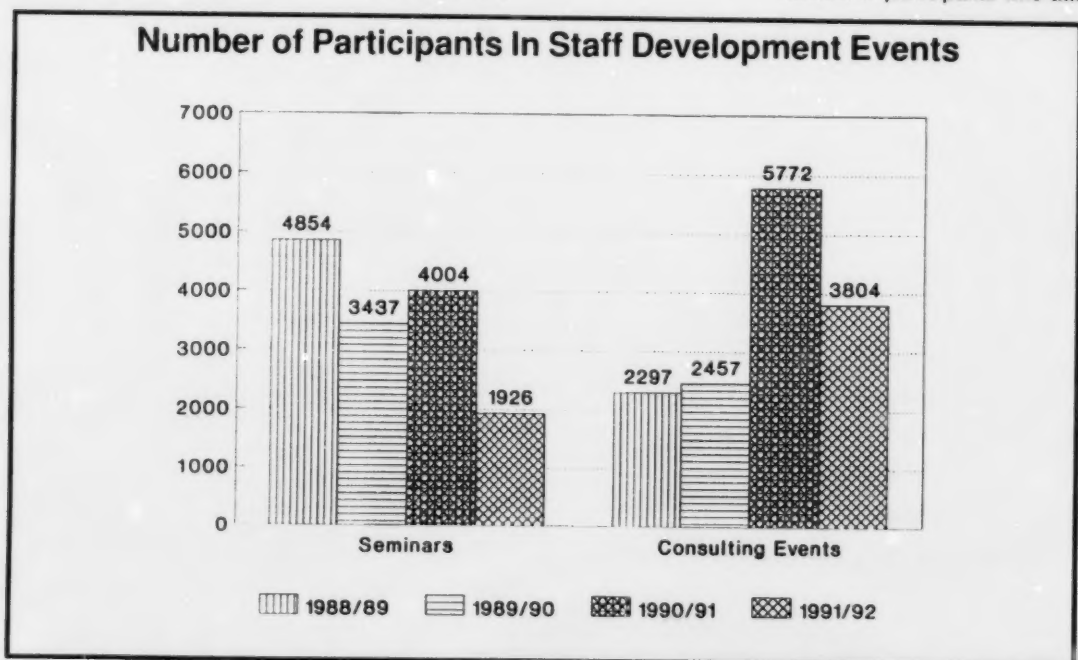
* Conduct corporate consulting initiatives or projects with other government jurisdictions totalling 20 non-billable days.

(c) Evaluation, Audit and Assessment

* Research commercial techniques and procedures available in the marketplace and select two to three for use in the Government of Saskatchewan;

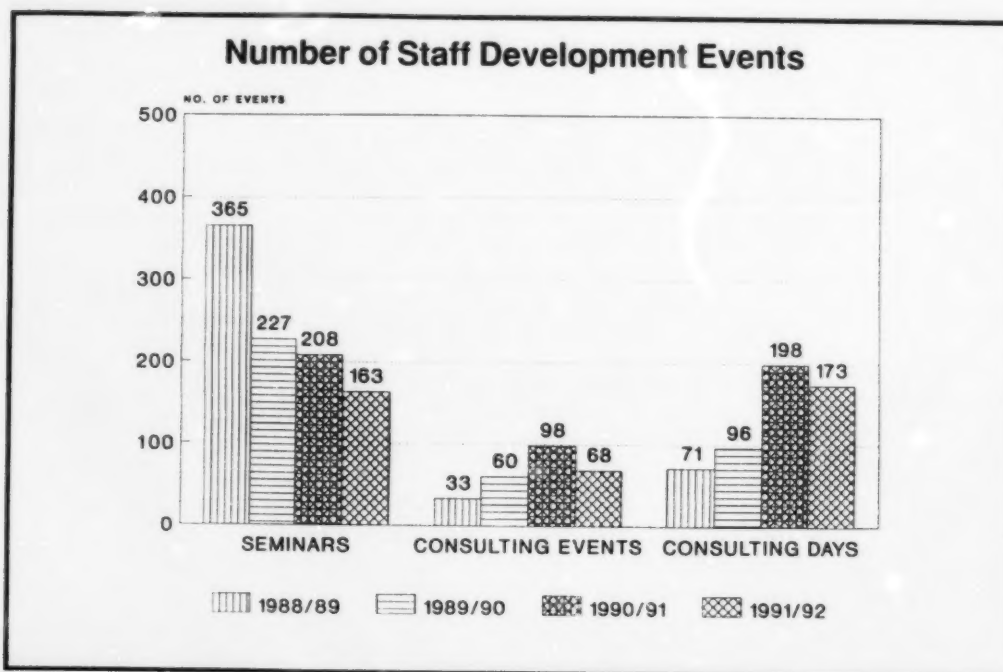
Results:

The major program services of the Division - the provision of seminars and consulting activities - are tracked using two primary statistics: the number of events held and the number of participants who attended.



Note 1 The 1990-91 increase in consulting event participation was due, in part, to the government-wide introduction of the Coaching For Results process of performance management.

Note 2 The drop in seminar participation in 1991-92 was a result of the cancellation of 85 seminars, affecting 957 registered participants, due to the "freeze on training" from Nov. 14, 1991 to Mar. 31, 1992



Note 1 The 1990-91 increase in consulting events reflects the government-wide introduction of the Coaching For Results process of performance management.

Note 2 A total of 258 seminar events were planned, but 95 had to be cancelled. Most of these cancellations were due to the announcement of a government-wide "freeze on training" from November 14, 1991 to March 31, 1992.

Expenses and Revenues - Seminars and Consulting

Through fees for seminar registration and per diem consulting fees for projects, which are charged back to departments, the Division generates approximately 36-40% of its operating budget through self-generated revenue. The balance comes from Blue Book allocations. In 1991-92, our planned budget breakdown was:

Expenditures: for programs/services
\$755,000

Revenue: from fees
\$450,000

As a result of the budget adjustments in November, 1991 and the subsequent freeze on staff development, our picture changed significantly:

Revised Expenditures: for programs and services

\$404,900

Revised Revenue: from fees
\$247,900

Clients:

We have two distinct categories of external clients;

(a) Primary Clients include:

- all departments of Executive Government

- government-wide initiatives on behalf of Executive Council and the Public Service Commission

- all Agencies and Crown Corporations of Executive Government

- all Divisions of the Public Service Commission.

(b) Secondary Clients include:

- related Agencies and Treasury Board Crown Corporations of government

- special requests from external groups such as Federal Government Departments, central agencies of other provincial governments, University of Regina and University of Saskatchewan, major municipalities

and non-government organizations (NGOs)

- these special requests are related to specific programs, expertise and resources of the Division and,

- fees for services to secondary clients are higher than for primary clients. We dedicate at least 90% of our service delivery to primary clients, as a general guideline.

The Intended Impact is to improve organizational effectiveness and efficiency in the delivery of services by government departments, agencies and crown corporations, which will provide improved service delivery to the public.

How We Measure Our Results:

The Division has four specific processes which are used to measure service impact on clients:

(a) Evaluation of all seminars and courses

Our current service standard is that 85% of program participants rate the programs as "good" to "excellent", at least 90% of the time; if the standards are not met, changes are made to the specific program.

(b) Consulting project follow-up

A telephone follow-up is held with clients within four to six months of the completion of a project, to determine the impact of the intervention for the work group and to assess the effectiveness of changes initiated as a result of the intervention.

(c) Cyclical Evaluation of Programs

Each year, two or three of our major programs undergo a major evaluation process.

We work on a three-year cycle to ensure that every program is evaluated at least once every three years.

In 1991-92, evaluations were carried out on the Middle Management Program and the French Language Program. Resulting recommendations for improvement will be implemented in 1992-93.

(d) Service Satisfaction Guarantee

All seminars and consulting functions that have a fee-for-service also have a "money-back guarantee" if we fail to deliver the services, as promised in our initial project objectives.

This standard has become one of our most effective quality control elements.

During 1991-92, the Division also initiated a major innovation in the assessment of impact for learning. A pre-program and post-program assessment of learning objectives and the application of the learnings was introduced for all participants engaged in the Middle Management and Supervisor's Development Programs. The effectiveness of this program will not be assessed until 1993-94 when current program participants complete their course of studies and the post-program assessments are completed.

Assets:

Employees. Our employees have continual learning opportunities to expand their skills. Our internal employee recognition program acknowledges both the efforts and the results of our staff in conducting their work.

The Staff Development Resource Centre has a small but current collection of audio, video and printed resource materials in the field of human resource management, human resource development and organizational development. It is used as both an internal staff reference centre and also as a "lending library" to government employees. The materials are labelled and catalogued and a system of recording loaned materials to ensure their prompt return is working effectively. We annually invest in adding to this collection, to maintain its relevancy to changing trends and practices.

The Staff Development Information System (SDIS) is a custom-designed information and registration system to maintain accurate records for program participants and course registrations. This system is regularly backed up, as are all relevant computer records for the division. It has a controlled access for input and for change, to protect the integrity of the data base. We are exploring the possibilities for expanding the SDIS to enable on-line departmental access and a pilot project with Social Services is being developed.

Costs:

Budget management is designed to recover a portion of costs related to the delivery of seminars and courses except for Division salaries. External consultants are brought in to facilitate courses if the demand exists.

Registration fees for these courses are structured to recover the cost of the external consultant's expenses and fees. Each course and seminar has a detailed record for expenditure and revenue. We strive to achieve a balance of expenditure and revenue across the full range of services, although certain programs will generate a profit, while others are operated at a loss. If course registration falls below the minimum participation required for cost recovery, the course is either cancelled or rescheduled to a later date, when the participation level has improved.

Other government-wide courses such as Coaching For Results, Serving People First, Clear Language, Freedom of Information Training, and others are put on for minimal fees.

In 1991-92, because of the announced freeze on training from mid-November to the end of the year, operating costs were reduced from \$755,000 to \$404,900. We also lost anticipated revenue because of course cancellations and by providing consulting services free of charge to all primary clients for the last four and a half months of the year. The period from November to March is usually our busiest program period each year.

Total Expenses for seminars and consulting	\$ 404,900
Total Revenue from seminars and consulting	\$ 247,900

In 1991/92, 24 external facilitators and consultants were hired at a cost of \$100,000 to provide 90 days of program delivery. This input cost generated a total of 163 seminar sessions and seminar delivery for 2,170 employees.

In 1991/92 internal staff consultants conducted a total of 68 consulting events which provided 173 days of focused work-team development for 3,804 employees.

Future Activities:

In 1992-93, the Division is faced with some major changes:

- * Division reorganization to provide a blending of staff skills in new team groupings that can provide a full range of services, rather than program specific services only.
- * There could be an expansion of our primary client base in 1992-93, as more Crown Corporations become more actively engaged in activities provided under executive government central agencies.
- * The Division will shift its strategic focus over the next year to concentrate more fully on:
 - the concept of "continuous learning" as we move towards the "learning organization" concept;
 - expanded use of pre- and post- program assessment of

learning objectives, results and application on the job; and

- providing "facilitator development programs" to encourage and enable employees in departmental human resource branches to become more actively involved in program and service delivery within their own department.

* The professional staff have variable work hours in response to client demands which often-times requires evening and some week-end work.

* Two staff use variable work hours to accommodate individual family situations.

Working Environment:

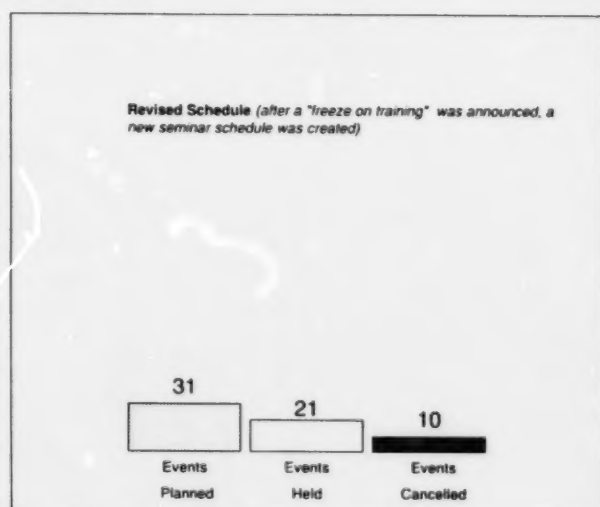
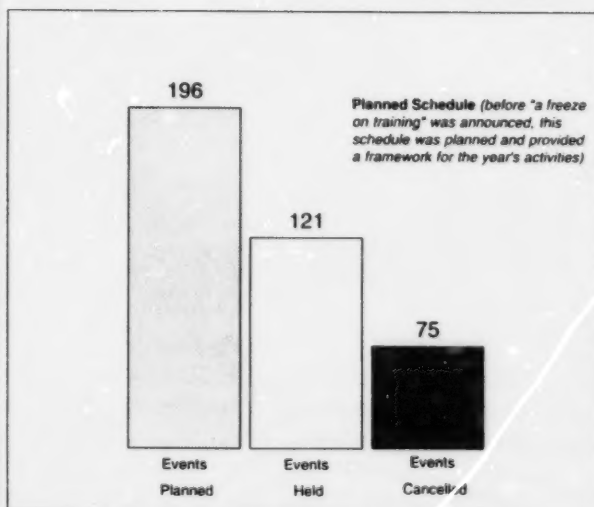
- * Our team is small and requires a lot of individual initiative and personal motivation.
- * We are in a recovery state in 1992-93 as we develop a new strategy for program delivery, following the freeze on staff training.
- * With a change in personnel, we will be rebuilding our team, so staff orientation and integration within the team will be important.
- * Staff have a lot of independence, as we work to foster an empowered work-team environment.

External Suppliers:

We contract with external facilitators and consultants from Saskatchewan, Western Canada and occasionally from Ontario or the USA when special skills or course content are required. These facilitators assist in the design of programs and courses and also provide the course delivery. Approximately 75% of all our courses are delivered by external facilitators.

Occasionally, external consultants are used to provide assistance on internal consulting projects within the Public Service Commission, such as the PSC's Strategic Plan or development and enhancement of computer systems. We also hire external consultants to conduct research or evaluations related to our major program evaluations.

1991-92 Seminar Events



In accordance with the provisions of Section 46(2) of The Public Service Act, a list of positions which have been transferred to the unclassified division of the public service or excluded from the operation of the Act during the 1991-92 fiscal year appears below.

Department/Program	Position Type	Number
Agriculture & Food	Clerk Typist 3	1
	Clerk 1	1
Community Services	Clerk Typist 2	1
Economic Development	Clerk 1	1
Education	Clerk 3	1
Energy & Mines	Clerk Typist 3	1
Environment & Public Safety	Secretary to Deputy Minister	1
	Clerk 1	1
Executive Council	MSG 4	1
	MSG 6	1
	ML 4	1
	ML 5	1
	ML 7	1
	ML 10	1
	ML 12A	1
	PL 5	2
	Information Officer 3	1
	Special Advisor	1
	Clerk Typist 3	1
Finance	Executive Director of Personnel Policy	1
	Sec'y - Labour Management Relations	
Health	Secretary to Deputy Minister	1
	Clerk 1	
Highways	Clerk 1	1
Justice	MSG 3	4
	MSG 4	4
	Clerk 1	1
	Clerk Typist 2	1
	Students-at-Law	7
	Crown Solicitor 1	3
	Crown Solicitor 2	5
	Crown Solicitor 3	5
Natural Resources	Clerk 1	2
Public Service Commission	Secretary to Executive Director	1
	Clerk 1	1
Social Services	Clerk 1	1
Total		59

As part of the Strategic Planning Process, the Public Service Commission's Vision, Mission and Values were developed, published and distributed to all employees during 1991-92. As well, each division has framed copies of the document prominently displayed.

Legislated Mandate

The Public Service Commission is the central human resource agency for executive government in accordance with The Public Service Act.

A Commitment to Clients and Stakeholders

We commit to carry out our responsibilities in partnership and consultation with our clients. We will seek the guidance, assistance and co-operation of our key stakeholders in achieving our vision.

Vision

Our Vision is to provide the people of Saskatchewan with quality public service.

The Saskatchewan public service will:

- Become a preferred employer that attracts and retains people with talent, commitment and imagination.
- Provide a challenging and stimulating work environment where employees are accountable, recognized and valued for their teamwork and results.
- Be respected for quality performance, dedication to service, and stewardship of Saskatchewan's resources.

Mission

Our Mission is to provide leadership and service in human resource management.

We provide leadership in creating an environment where employees are empowered to meet the present and future needs of the public service. In partnership with our clients, we develop responsive strategies to address emerging human resource trends and issues.

Our programs, policies and standards are designed to improve the quality of service to the public while enhancing productivity and well-being.

Values

We believe in:

- People as our most valuable resource.
- Conducting our business with integrity.
- Fair and equitable treatment of employees and clients.
- Responsive and effective service.
- Respecting employees and recognizing their efforts and accomplishments.
- Accountability for our decisions and actions.
- Encouraging and implementing innovative ideas.
- Achieving our mission and goals through teamwork, partnership and co-operation.